MULTIMEDIA UNIVERSITY STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2017 / 2018

BHR3014 – INTERNATIONAL HUMAN RESOURCE MANAGEMENT

(All sections / Groups)

15th MARCH 2018
2.30pm – 4.30pm
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **TWO (2)** pages with **FIVE (5)** questions only.
2. Attempt **FOUR (4)** out of **FIVE (5)** questions. All questions carry equal marks and the distribution of the marks for each question is given.
3. Please write all your answers in the answer booklet provided.

QUESTION 1

The strong position of SMEs (*Small and Medium-sized Enterprise*) in their national economies is not reflected to the same extent in the international business environment. When internationalizing their operations, SMEs experience different challenges than large organizations.

Evaluate any **FIVE (5)** barriers that SMEs have to face in moving towards international markets.

(25 marks)

QUESTION 2

ActionAid is an international non-governmental organization whose primary aim is to work against poverty, HIV disease and injustice worldwide. Mobility is a central plank in ActionAid's efforts to improve communication and organizational learning. In addition to long-term assignments, most of the senior managers in ActionAid travel extensively either across or within regions.

The eight regional functions (which include HR/OD, IT, finance, gender coordinator, HIV disease coordinator and sponsorship coordinator) are geographically dispersed: each attached to a different country office and hence on local terms and conditions. The reason for this is both cost effectiveness, and to ensure for example, that the Zimbabwe HQ of the Africa region does not sit in an ivory tower or become too isolated. These people spend approximately 35–40 percent of their time travelling. The role of regional staff is a mixture of technical support and quality control. These staff act both as disseminators and gatherers of localized expertise.

Source: Hegewisch et al. (2003) "Gender, Work and Economy: Unpacking the Global Economy

(a). Discuss **FIVE (5)** factors that influence the effectiveness of mobility in ActionAid organisation.

(15 marks)

(b). In transferring these managers to other locations, discuss **FIVE (5)** concerns that might affect towards their mobility activities.

(10 marks)
(Total: 25 marks)

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QUESTION 3

Expatriation remains a key dimension of multinational enterprise and performance. When attempting to determine an expatriate performance, it is important to consider the impact of the certain variables and their interrelationship.

Critically examine **FIVE (5)** variables that are affecting expatriate's performance in multinational enterprise (MNEs).

(25 marks)

QUESTION 4

The re-entry of an expatriate is a complex interaction of several factors. These factors will influence repatriate's adjustment in the headquarters of the Multinational company in the parent country.

Discuss **TEN (10)** strategies that headquarters can implement in managing a smooth re-entry for every repatriate.

(25 marks)

QUESTION 5

Differences in economic, political and legal systems produce markedly different industrial relations systems across countries; MNEs generally delegate the management of industrial relations to their foreign subsidiaries. However, a policy of decentralization does not keep corporate headquarters from exercising some coordination over industrial relations strategy.

(a). What are **FIVE (5)** concerns raised by local trade unions towards multinational enterprise?

(10 marks)

(b). As a future HR manager, discuss any **FIVE (5)** ways that you can implement in managing a good relationship with local trade union.

(15 marks)
(Total: 25 marks)

End of Paper